

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Improving the Career Selection Process

REFERENCE : Memo from DDS to Ex. Dir.-Compt., Management Advisory  
Group Recommendations, dtd 8 April 71

1. This memorandum requests your approval of action to strengthen the career selection process. Such action is proposed in paragraph 5.

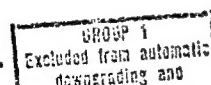
2. In the referent the DDS, while expressing disagreement with certain MAG recommendations, advised you of specific action we had taken to strengthen career selection procedures and forwarded an outline of our plan to further improve the program as a management tool. Now we have completed the overall program of action which will make career selection more useful to management and more meaningful to the employees concerned.

3. In essence we propose to use the Fitness Report system during the three-year Career Provisional period to prompt reviews of an employee's performance and career potential upon his completion of 9, 24, and 33 months of service. We also plan to merge these considerations with our present program of follow-up interviews by placement officers. The resulting lead time and periodic monitoring of performance and potential will ensure that responsible officials have sufficient time to give counsel or to take appropriate corrective or removal action during the three years while an employee is in Career Provisional status.

4. Although the program stresses the overall importance of the three-year Career Provisional period, it will also simplify procedural requirements during the one-year trial period by delegating to the Director of Personnel authority to terminate any employee who fails to measure up to performance and suitability requirements during that period. The program will also require specific affirmative recommendations by both supervisory and career service officials before an employee is selected for conversion to Career Employee status following the 33 month review.

5. The attached drafts contain the changes in basic regulations

SECRET



**SECRET**

which are necessary to implement the program. There will also be minor changes in the instructions for completing Fitness Reports during the Career Provisional period. With your approval I will present these proposals for consideration through the regular coordination process.

Harry B. Fisher  
Director of Personnel

Atts

CONCUR:

\_\_\_\_\_  
Office of General Counsel

\_\_\_\_\_  
Date

The action proposed in paragraph 5 is approved:

\_\_\_\_\_  
Executive Director-Comptroller

\_\_\_\_\_  
Date

**Distribution:**

- Orig. - Return to D/Pers
- 1 - Ex. Dir.-Compt.
- 1 - ER
- 1 - OGC
- 1 - DDS
- 1 - D/Pers
- 1 - Review Staff

OP/RS/

(19 May 1971)

**SECRET**